

## Message Text

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PAGE 01 AMMAN 03713 091639Z  
ACTION SS-25

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FM AMEMBASSY AMMAN  
TO SECSTATE WASHDC 2203

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EXDIS  
CORRECTED COPY SUBJTEL DOWNGRADED  
FROM NODIS

E.O. 11652: N/A  
TAGS: APER  
SUBJECT: EVALUATION BY CHIEFS OF MISSION OF PERSONNEL LEVELS

REF: (A) STATE 154335, (B) AMMAN 1530

1. ON THE WHOLE I AM SATISFIED WITH THE LEVEL OF STAFFING.  
THE FOREIGN SERVICE INSPECTORS IN 1974 AND  
1976 BOTH COMMENTED ON THE LEAN AND EFFICIENT STAFFING OF  
OUR MISSION. WE HAVE ALSO BEEN TOLD REPEATEDLY THAT WE HAVE  
THE LOWEST MAN-TO-DOLLAR-LEVEL-OF-ASSISTANCE RATIO OF ANY  
MISSION IN THE WORLD REGARDING BOTH OUR ECONOMIC ASSISTANCE  
(AID) AND MILITARY ASSISTANCE AND SALES PROGRAM OFFICES.  
IN ORDER TO KEEP TIGHT CONTROL OVER OUR SIZE, THE MISSION  
GOES THROUGH A RIGOROUS STAFF PROFILE EXERCISE ANNUALLY IN  
CONNECTION WITH THE ANNUAL POLICY ASSESSMENT AND ALSO  
INTERNALLY IN CONNECTION WITH OUR REGULAR REVIEW, SECTION BY  
SECTION, EACH SIX MONTHS OF "GOALS." WE ALSO EMPHASIZE  
MAXIMUM USE OF TDY AS OPPOSED TO PERMANENT PERSONNEL AND OF  
RESIDENT AS OPPOSED TO DIRECT HIRE (GIVING PARTICULAR PREFERENCE  
TO SPOUSES OF MISSION EMPLOYEES).

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2. IN MY JUDGMENT, OUR PROBLEM IS NOT HOW WE CAN REDUCE  
OUR PRESENT STAFFS BUT RATHER HOW WE CAN HOLD THE  
INCREASE PARTICULARLY IN OUR AID MISSION AND SECONDARILY  
IN OUR MILITARY ASSISTANCE MISSION TO THE MINIMUM  
REQUIRED TO FULFILL THEIR EXPANDING PROGRAMS. (BOTH  
THESE PROGRAMS ARE HIGHLY IMPORTANT IN SERVING OUR

HIGHEST PRIORITY NATIONAL INTERESTS IN JORDAN).

3. OUR AID PROGRAM HAS CHANGED FROM ONE COMPOSED ALMOST ENTIRELY OF BUDGET SUPPORT AND VIRTUALLY NO DEVELOPMENT PROJECTS IN FY'74 TO ONE IN FY'78 INCLUDING \$46 MILLION IN LOANS FOR DEVELOPMENT PROJECTS, ALL OF WHICH REQUIRE ADDITIONAL STAFF TO ADMINISTER.

4. IN ORDER EFFECTIVELY TO CARRY OUT THE BASIC FY'79 PROGRAM IT WILL BE NECESSARY TO ADD ONE AGRICULTURALIST IN MID-1977 AND A LOAN OFFICER AND ENGINEER IN 1978 AND POSSIBLY ANOTHER ENGINEER AND LOAN OFFICER IN 1979. IF DECISIONS ARE MADE TO PROCEED WITH EITHER THE LARGE POTASH OR MAQARIN DAM PROJECTS IN FY'79, EACH WOULD PROBABLY REQUIRE THE ADDITION OF ONE ENGINEER AND ONE LOAN OFFICER. PROSPECTS ARE FOR MAINTAINING AND PROBABLY INCREASING THE LEVEL OF U.S. ECONOMIC ASSISTANCE FOR JORDAN IN COMING YEARS, WHICH

WOULD FURTHER INCREASE THE SIZE OF OUR AID MISSION. AS YOU KNOW, AID PROJECTS HAVE A CUMULATIVE EFFECT ON PERSONNEL REQUIREMENTS BECAUSE THEY GENERALLY COVER MULTI-YEAR PERIODS.

5. IN MY JUDGMENT, A MAJOR FACTOR IN REDUCING TO A MINIMUM THIS ANTICIPATED AID STAFF INCREASE WILL DEPEND LIMITED OFFICIAL USE

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ON WASHINGTON EFFORTS, FIRST TO STREAMLINE AND/OR ELIMINATE MANY AID WASHINGTON PROCEDURES AND PAPERWORK REQUIREMENTS (MANY OF WHICH I REALIZE MAY RESPOND TO CONGRESSIONAL WISHES OR LEGISLATIVE REQUIREMENTS). I ALSO HAVE THE FEELING HOWEVER THAT THE UNDULY LARGE PERCENTAGE OF AID EMPLOYEES BASED IN WASHINGTON MAY ITSELF TEND TO GENERATE AN EXCESSIVE AMOUNT OF HEAD-QUARTERS REQUIREMENTS OF THE FIELD. SECONDLY, WE NEED TO GALVANIZE AID TO BE EVEN MORE RESPONSIVE TO FIELD REQUESTS FOR EFFECTIVE TDY SUPPORT. IN FACT I DETECT A GROWING TENDENCY IN RECENT MONTHS TO RECALL MISSION PERSONNEL TO WASHINGTON FOR TDY CONSULTATIONS, RATHER THAN THE REVERSE. WE CAN STAY LEAN, BUT WILL NEED TDY ASSISTANCE FROM TIME-TO-TIME TO FILL ONE-TIME, SHORT-TERM NEEDS.

6. OUR MILITARY ASSISTANCE PROGRAM HAS GROWN FROM \$40 MILLION IN FY'74 TO OVER \$130 MILLION IN FY'78, PLUS ASSUMING RESPONSIBILITY FOR INSTALLING A \$540 MILLION SAUDI-FINANCED AIR DEFENSE SYSTEM. OUR EFFORTS TO MINIMIZE THE STAFF BUILD-UP INCLUDE THE FOLLOWING:  
(1) THE EIGHT-MAN DOD AIR DEFENSE COMPLEMENT IS ARRANGED

SO AS TO BE TOTALLY SELF-LIQUIDATING AFTER COMPLETION OF THE AIR DEFENSE PROGRAM IN 1981 AND EXACT LEVELS REQUIRED WILL BE PERIODICALLY REVIEWED DURING THE COURSE OF THE PROGRAM ITSELF. (2) I HAVE PROMOTED, WITH THE DEPARTMENT'S SUPPORT, AN ARRANGEMENT FOR RETAINING UNDER THE NEW DEFO LEGISLATION OUR CURRENT SYSTEM OF "DUAL HATTING" OUR SENIOR DEFENSE ATTACHES ALSO AS MILITARY ASSISTANCE OFFICERS. THIS SYSTEM MAXIMIZES THESE OFFICERS' EFFECTIVENESS AND AVOIDS STAFF INCREASES THAT COULD OCCUR BY SPLITTING THEIR FUNCTIONS. WHETHER OR NOT WE CAN IMPLEMENT THIS CONCEPT DEPENDS ON THE OUTCOME OF DEFO LEGISLATION CURRENTLY UNDER CONSIDERATION IN CONGRESS.

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7. REGARDING SPECIFIC STAFF REDUCTIONS, MY ONLY RECOMMENDATION WAS CONTAINED IN REF. B. IT INVOLVES THE POSSIBLE ELIMINATION OF ONE STATE SUPPORT COMMUNICATIONS OFFICER SLOT (POSITION 55-097) IF, FOLLOWING THE PLANNED INTRODUCTION IN EARLY 1978 OF THE AUTOMATED COMMUNICATIONS SYSTEM (TERP), IT IS DETERMINED THAT THERE IS A SIGNIFICANT DECREASE IN THE CRU WORKLOAD.  
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## Message Attributes

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